

DENTISTS' QUARTERLY

December 2024

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NYCDS New Dentists gathered for a cycle class at Equinox, promoting a healthy work-life balance.



PRESIDENT'S MESSAGE

PRIORITIZING WELLNESS

Suchie Chawla, DMD, MD

Dear NYCDS Members,

As my term as president of the New York County Dental Society comes to a close, I want to express my deep pride and gratitude for all we have achieved together this year. From educational courses and professional programs to social events and volunteer opportunities, we have created numerous enriching experiences for our members. These initiatives have been shared through our member emails, newsletters, and on social media; highlighting the commitment and unity of our community.

Rather than providing a recap of events, I would like to take this opportunity to focus on a subject that is very close to my heart and one that has been a key focus during my time as president: wellness. As healthcare professionals, it is crucial that we prioritize our own well-being—not just for ourselves, but also for the benefit of our patients. When we are better at managing our stress and maintaining our health, we are better equipped to care for our patients, our families, and ourselves.

During my term, I have worked alongside NYSDA to come up with resources that support our members' wellness, including mental health, financial well-being, and work-life balance. Both the New York State Dental Association (NYSDA) and the American Dental Association (ADA) recognize the profound importance of wellness to our personal and professional success. A recent ADA survey revealed

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Continuing Education

Looking Forward to the New Year with new initiatives

Irind Kharana, DDS

Education Director



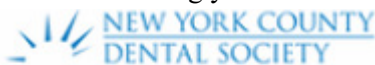
“Learning is not attained by chance; it must be sought for with ardor and diligence” - Abigail Adams

After a successful year of the Continuing Education program this year, my first as a director, we are looking forward to an expanded and more diverse program for the year 2025. In my last article we introduced you to the NYCDS Study Club starting in January. Since then we have added on some more courses for you to review and get ready to join the club. Altogether we

have 40+ classes scheduled, both in-person and virtual, with over 125 hours of CE credits to select from. We will be bringing nationally well-known speakers to you here at NYCDS. We want to spread the word that you don't need to travel outside of NYC to other meetings to learn from them. We are making NYCDS the place to come and learn from the top notch clinicians.

Just a reminder that an early bird special rate (savings of \$200.00) to join the Study Club runs till the end of December. Below is the link for you to see the speaker lineup and join the club. It could save you over \$8000.00 if you register for all courses individually. We are also getting inquiries regarding NYS mandated 2 hour Child Abuse course. We are recommending you to check out [NYSDA's approved third party vendors](#) for it. It's a free course but some vendors are charging a nominal fee (\$20-30) for it.

Lastly I want to wish everyone Happy Holidays and a healthy and successful New Year!! Looking forward to seeing you around. Cheers!!!



ALL-NEW CE OPPORTUNITY!
NYCDS IS EXCITED TO INTRODUCE...
THE NEW YORK COUNTY DENTAL
SOCIETY STUDY CLUB

For more
information or
to register,
scan or click
the QR code



Purchase an annual membership and you can take an UNLIMITED number of continuing education courses in 2025 at NYCDS! Click the button below to check out all of the upcoming continuing education courses in 2025.

EXPLORE COURSES &
SPEAKERS

JOIN NYCDS STUDY
CLUB

NEW DENTIST & MENTORSHIP EVENTS

New Dentists Mix Banking & Cocktails

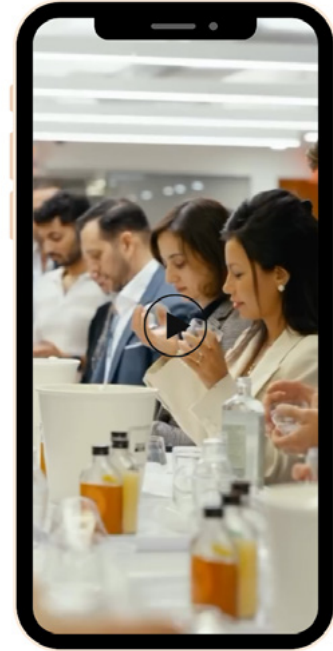


NYCDS new dentists holding their freshly mixed cocktails at the Bank of America, "Demystifying Banking for New Dentists" event."

(from left to right) Jarrett Mathews with Bank of America, Mixologist Kevin Falatko, Robert Malandrucolo with Bank of America, and Gregory Shank, New Dentist Chair.



As an added bonus, mixologist Kevin Falatko led a cocktail-making session, teaching participants how to craft unique drinks. The event highlighted how banking expertise and mixology can blend seamlessly for a truly engaging experience. **Click on the phone below to re-live the fun!**



New dentists gathered at the New York County Dental Society for an insightful event, "Demystifying Banking for New Dentists," hosted by Bank of America. During this memorable evening, attendees received valuable lending tips and learned about the loan process from Bank of America experts Rob Malandrucolo and Jarrett Mathews.

Fall Networking Night at NYCDS



NYCDS members, NYU alumni, and NYU residents, gather at the NYU Fall Networking Night held at NYCDS headquarters.

On November 13th, the New York County Dental Society hosted *The Fall Networking Night*, an event designed to connect current New York University dental students with experienced dentists from various specialties, as well as NYU alumni members. The evening featured speed networking sessions and conversations about dental careers. Attendees exchanged valuable insights on residency experiences, career paths, and strategies for success in dentistry, creating a dynamic atmosphere of both networking and mentorship.



NYU dental students making connections and sharing stories.

Membership Chair David Shipper (center) and Dr. Andrei Mark, mentoring dental students and answering any of their questions.



Expecting the Unexpected: A Cleft Palate Story

By James Choi, MD, DMD, FACS



Dr. Choi is a co-director of the NYU Langone LI Cleft Team and assistant professor of surgery at NYU Grossman LI School of Medicine. Dr. Choi treats patients with jaw deformities and maintains private practice in oral & maxillofacial surgery in Manhattan.

On the first Friday of February every year, NYCDS organizes members of the dental community to visit New York City public schools to provide dental screenings, fluoride treatments, and oral hygiene education to approximately 1,600 children from kindergarten through eighth grade in underserved East Harlem. An even greater number of students receive oral health education provided by NYCDS in the classroom. Although Give Kids A Smile (GKAS) NYCDS is a “one-day event,” it is by no means a simple task. Months of planning, logistical coordination, and meticulous execution at multiple sites in East Harlem make this initiative possible—thanks to the dedication of our society’s volunteer leaders.

This past February, over 150 volunteers were assigned to six school sites. I had the privilege of participating at Site 1, covering PS 83 and PS 182 in Harlem on East 109th Street. The team I volunteered with included experienced professionals: a general dentist, Dr. Michelle Perna; a pediatric dentist, Dr. Vanessa Lugo-Hart; and an orthodontist, Dr. Michele Equinda. Together, we set out with a shared mission—to make a difference, one child at a time.

Midway through the screenings, we encountered a petite six-year-old, a Spanish-speaking child who seemed shy but cooperative. When asked to “Abre la boca grande” (open wide), what I saw next was truly unexpected: a large hole running through her palate. With every breath, her nasal conchae visibly vibrated, an unusual and striking sight. Drawing on my clinical experience, I immediately recognized it as a Veau II cleft palate, involving both the soft and hard palate.

The palate plays a crucial role in speech and feeding, and an uncorrected cleft palate can lead to lifelong challenges such as malnutrition, oronasal regurgitation, and impaired speech. I consulted with my colleague, Dr. Equinda, who confirmed the diagnosis. Together, we reached out to the child’s mother, explaining the situation and providing resources to connect

them with a cleft and craniofacial team at NYU Langone for specialized care. After the event, we followed up with the family to ensure the child had access to a pediatric dentist and was progressing in her treatment plan. Since then, she has undergone corrective palatal surgery to close the cleft palate, setting her on a path toward improved health and well-being.

Dr. Choi, bottom right, conducting an oral screening exam in February 2024.



GKAS child with a Veau II cleft palate undergoing a dental screening.

Sometimes, you expect the routine—and then the unexpected happens. What remains constant is the transformative impact of Give Kids A Smile NYCDS. One simple screening can profoundly change a child’s life. **Volunteer for GKAS on page 5!**

Special Olympics Special Smiles

On December 7th, several NYCDS members, along with NYU dental students and local high school students, volunteered at the Special Olympics Special Smiles event. A total of 58 athletes were screened, with 3 identified as having urgent dental issues. A big thank you to all our volunteers for their contributions in making this event a success!



NYCDS members and other volunteers helped athletes with disabilities have healthier smiles at Special Olympics at the Javits Center.

that 46% of participating dentists are struggling or distressed, highlighting the urgent need for wellness initiatives. In response, the ADA now offers the **Well-Being Index**, a free, anonymous, and validated tool developed by the Mayo Clinic to address clinician distress. This valuable resource connects members to tailored support, offering a straightforward self-assessment to gauge well-being.

Looking ahead to January 2025, NYSDA will launch a **Member Assistance Program** aimed at providing comprehensive support to NYSDA/NYCDS members in the areas of mental health, financial wellness, and work-life balance. This program, offered through **AllOne Health**, will provide free, confidential services to help members navigate life's challenges, with the added benefit of extending services to family members. The range of services is truly remarkable, including short-term counseling, life coaching, financial consultations, medical advocacy, and much more.

The program will provide 24/7 mental health support via phone, online, and live-chat services. Therapy options are flexible, including in-person, virtual, and text-based therapy sessions with licensed counselors.

Additionally, life coaching, daycare, eldercare, and special needs resources are available, along with financial guidance on budgeting, debt management, home buying, and taxes.

The dental profession is immensely rewarding but can also be demanding. It is all too easy to neglect our own well-being in the face of our professional responsibilities. I strongly encourage each of you to take full advantage of these essential wellness services. These programs are designed not only to enhance our professional success but also to support our personal health and happiness. The fact that these services are available at both the national and state levels underscores the importance of mental health and wellness within our profession.

As we close out this year and look ahead to the next, I hope you make self-care a priority. Prioritizing your well-being will bring immeasurable benefits to all aspects of your life.

I wish you a joyful holiday season and a fulfilling, healthy, and successful new year.

Give Kids (and Yourself) A Smile!

2/7/25 / 7:45 am - 12:30 pm

Join us in making Give Kids A Smile NYCDS 2025 our biggest and most impactful year yet! On February 7, 2025, we'll be bringing together dentists, team members and volunteers from across the dental community to provide essential dental care to underserved children, brightening their smiles and impacting lives.

Want to be a part of this amazing day? Sign up now by clicking the volunteer button to secure your spot! When you sign-up, you'll also join the GKAS NYCDS 2025 mailing list for important updates. Stay in the loop by following us on social media @nycds622 for the latest updates!

To make this day extra special, we need essential supplies like puppets, costumes, books, and dental tools. Every donation, no matter the size, brings us one step closer to our goal.

Together, we can make a difference. Let's give these kids a reason to smile!



ADA American Dental Association®



Be part of the **GKAS** movement!

VOLUNTEER

DONATE

Recognizing Leaders Within the Profession



(From left to right) Member Michael Schiffman, Board of Director Whitney Mostafiz-Levinson, incoming President-Elect Andrew Deutch, and incoming Vice President Egidio Farone at the November meeting.

The November General Membership Meeting is a time to recognize and celebrate members of the dental community for their professional and personal contributions to profession. The lecture for the evening is led by the recipient of the Henry Spenadel Award, which recognizes an individual(s) or organization for their significant contributions to the advancement of the dental profession. At the November 4th meeting, James Burke Fine, DMD, received the Spenadel Award from the Awards Committee Chair Richard Rausch. Dr. Fine's lecture on *Strategies for Predictable Minimally Invasive Surgical Therapies by Utilizing Bone Cement* provided members with a detailed and in-depth look at minimally invasive surgeries for periodontal therapy. Members were captivated by the topic and Dr. Fine's innovative approach and posed several questions to him at the end of his lecture.

Dr. Fine is the senior associate dean for postdoctoral academic and student affairs, director of dental medicine (in periodontics) at Columbia University, and attending dentist at Presbyterian Hospital Dental Service. He also serves as the chief practice director of dental practices at the College of Dental Medicine. He has participated extensively in the educational program, teaching dental students during all four years of their education and postdoctoral students in all three years of their master's training programs. He has served on the American Academy of Periodontology committees including the Research, Science and Therapy Committee. Dr. Fine is a diplomate of the American Board of Periodontology and he has been published extensively throughout his career.

President Suchie Chawla presented NYCDS Past President David Shipper with the Mark Mintzer Award for Service which recognizes exemplary service to the New York County Dental Society. Dr. Shipper has demonstrated his devotion to NYCDS and the dental community at large through his many leadership

roles and volunteer initiatives. In addition to serving as president of NYCDS he was a NYSDA trustee, a member of the Board of Directors, chair of the Finance Committee, and chair of the Constitution and Bylaws Committee. Additionally, he chaired the Executive Director Search Committee and the Society's Golf Outing Committee – raising thousands of dollars for a number of charities. He is currently chair of New York County's Membership Committee and leads the committee's mentorship program. He teaches as an adjunct clinical instructor at NYU College of Dentistry. When accepting the award, Dr. Shipper expressed his love and passion for NYCDS and organized dentistry. He has certainly had a positive impact on NYCDS and the profession.



Chair of the Awards Committee, Richard Rausch, with Henry Spenadel Award recipient, James Fine.



Mark Mintzer Award recipient, David Shipper with President Suchie Chawla by his side.



(From left to right) Past President, Mina Kim, and outgoing Board Member, Gabriela Lee receiving their award from President Suchie Chawla.

Former NYCDS President Maurice Edwards returned to his "home" component to address members as NYSDA's president-elect. In his remarks, Dr. Edwards emphasized building bridges within organized dentistry and the need for open communication, trust between members and leadership, inclusive decision making, and transparency. NYCDS is looking forward to having him serve as president of NYSDA in 2025. Dr. Edwards seemed to have rehearsed his speech well.

NOVEMBER GENERAL MEMBERSHIP MEETING

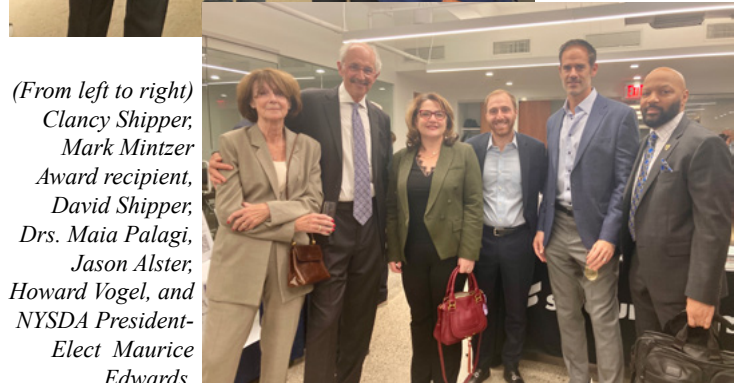
He later revealed that he was wearing special smart glasses that scrolled the text of his speech so that he could read his entire speech while looking out at the audience and not at any notes.

There were leadership changes announced -- Drs. Mina Kim and Gabriela Lee were thanked for their time on the Executive Committee and Board of Directors respectively. The slate of officers to serve in 2025 was approved by members: President Vera W. L. Tang, President-Elect Andrew S. Deutch, Vice President Egidio A. Farone, Secretary Jaskaren Randhawa and Treasurer Ada S. Cooper. Drs. JoAnna Pufnock and Gregory Shank will serve on the Board of Directors, and Dr. James Jacobs will serve as NYSDA trustee starting in June of 2025. In addition, bylaw changes to streamline the transfer and reinstatement of membership were approved.

Many thanks to MLMIC Insurance Co., the National Financial Network, and Univet for their sponsorship of this meeting.



(From left to right) Member, Steven Moss, Peer Review Chair, James Jacobs, Continuing Education Director, Irvind Khurana, and Chair of the Awards Committee, Richard Rausch.



(From left to right) Clancy Shipper, Mark Mintzer Award recipient, David Shipper, Drs. Maia Palagi, Jason Alster, Howard Vogel, and NYSDA President-Elect Maurice Edwards.

Greater New York Dental Meeting 2024



Greater New York Dental Meeting exhibit floor.

The Greater New York Dental Meeting (GNYDM) concluded their 100th Anniversary! The Meeting registered 37,631 attendees including 13,470 dentists, 2,803 dental students and residents, and 2,226 dental hygienists from 148 countries. The GNYDM continues to be the largest dental convention and Event in the United States.

Dental professionals visited thousands of exhibit booths with special access to discounts on new products and equipment. The GNYDM education included 245+ seminars and hands-on workshops with programs in Spanish and Portuguese, and 250+ scientific poster sessions. New in 2024, was the Main Stage, featuring free educational programs on an array of dental topics showcasing world renowned speakers with a state-of-the-art LED display.

The GNYDM had an electric energy during its celebratory year with festive balloons, stilt walkers, a marching band and a Broadway matinee featuring famous performers from Broadway's hit musicals Jersey Boys and Mama Mia. It was a great week of business, learning, networking and entertainment.



(From left to right) ADA President Brett Kessler, NYCDs President Suchie Chawla, and ADA President-Elect Richard Rosato, pose in front of the GNYDM celebration balloons in honor of its 100th meeting.

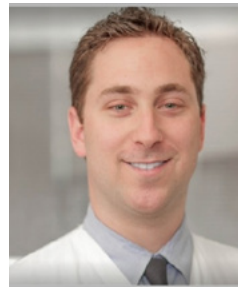
MEET YOUR 2025 OFFICERS



Vera W. L. Tang, DDS, MS, president-elect, is a distinguished leader in dentistry. She is a clinical assistant professor, vice chair, and director of Predoctoral Periodontics in the Department of Periodontology and Implant Dentistry at the New York University College of Dentistry. In addition to her academic role, Dr. Tang

maintains a successful private practice as a periodontist in Manhattan. Dr. Tang's dedication to mentorship is evident in her long-standing role as Faculty Advisor to the American Student Dental Association (ASDA) NYU Chapter, a position she has held since 2008. Her educational background includes a doctor of dental surgery (DDS) degree from NYUCD, as well as a master's degree and certificate in periodontics from the University of Florida College of Dentistry. Throughout her career, Dr. Tang has been widely recognized for her excellence in teaching, mentoring, and her commitment to organized dentistry. She is a member of the American Academy of Periodontology (AAP) and serves as the AAP Board Representative for the American Dental Political Action Committee (ADPAC). Her leadership roles include past presidencies of the Northeastern Society of Periodontists and the NYU College of Dentistry Alumni Association. She is a fellow of the American College of Dentists, International College of Dentists, New York Academy of Medicine, and New York Academy of Dentistry.

Dr. Tang has made significant contributions to NYCDS, joining its Board of Directors in 2018. Her service includes roles as chair of the Bylaws Committee (2023), advisory member and past chair of the Finance Committee (2021), and a long-standing member of the Legislative Committee (since 2017). She has also been a member of the CE Advisory Committee and served in every role on the NYCDS Executive Committee, including treasurer, secretary, vice president, and president-elect. Dr. Tang's dedication to organized dentistry extends beyond NYCDS, having served on the Nassau County Dental Society Board (2006–2009) and holding positions with the New York State Dental Association (NYSDA), including as a member of the New Dentist Committee (2004–2008), Membership Committee (2009), and the Dental Education and Licensure Committee (2023–2025). Dr. Tang's multifaceted career exemplifies leadership, service, and a deep commitment to advancing the dental profession.



Andrew S. Deutch, DDS, president-elect, is a general dentist in practice in Manhattan since 2011. He graduated from SUNY at Buffalo School of Dental Medicine in 2010 with a minor in prosthodontics and periodontics, and received his B.S. at Union College. Dr. Deutch has been a part-time clinical attending for the

general dentistry residency program at New York Presbyterian Hospital-Weill Cornell Medical Center since 2013. He engaged in volunteer work while in dental school with Remote Area Medical and Dental in 2009, participated in Give Kids A Smile Day at Buffalo schools from 2007–2010, and was involved in dental outreach in the Buffalo School District from 2006–2010. Dr. Deutch continued his involvement with Give Kids A Smile through NYCDS as a site leader for the event from 2016–2018. In addition, Dr. Deutch served as co-chair/chair of the NYCDS Young Professionals Committee from 2012–2020. In 2021 he began to serve on the Society's Peer Review Committee and was elected as an alternate to the Society's Board of Directors, and went on to serve as treasurer and secretary. Dr. Deutch is currently a fellow of the American College of Dentists and International College of Dentists.

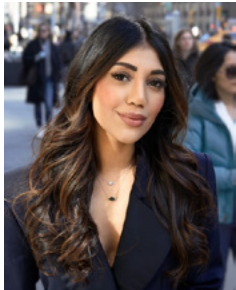


Egidio A. Farone, DMD, vice president, is a general dentist practicing on the Upper East Side of Manhattan for over 30 years. Dr. Farone graduated from the University of Pennsylvania School of Dental Medicine in 1984. He then completed a two year GPR at the Brookdale Hospital Medical Center as resident and chief resident.

Since 2003, he has been a clinical assistant professor and an assistant attending dentist at New York Presbyterian Hospital Weill-Cornell Medical Center. Dr. Farone has a long history of service with the Society's Peer Review and Quality Assurance Committee, serving as a member from 1997–2004 and then as chair of the committee from 2005–2014. He went on to serve as chairman of NYSDA's Council on Peer Review and Quality Assurance from 2014–2016. Dr. Farone has served on both the Society's Finance Committee and the Bylaws Committee since 2019. Dr. Farone is an active member of several professional organizations, including the New York Academy of Dentistry (NYAD), serving as president from 2014–2015. He is chair of the New York Section of the American College of Dentists this year. Since 2018 he has served on the Dean's Council of his alma mater, the University of Pennsylvania and now serves on

MEET YOUR 2025 OFFICERS

its Board of Advisors. He serves on the Board of Trustees of the NYS Dental Foundation since 2022. Dr. Farone began his service on the NYCDS Board of Directors in 2019 and served as Treasurer and Secretary. He has served on numerous other committees at NYCDS and NYAD. Dr. Farone has received numerous awards and in 2017 he was awarded the Mark Mintzer Award from NYCDS in recognition of his service to the profession.



Jaskaren Randhawa, DMD, MPH, secretary, is a general dentist and the founder of Sama, an integrative dental and holistic wellness center in Manhattan's Flatiron District, which earned her features in *Bustle*, *WWD*, *Who What Wear*, *Harper's Bazaar*, *Glossy*, and *Fashionista*. She holds an undergraduate degree

from George Washington University School of Public Health and Services and a Doctor of Dental Medicine degree from Tufts University, where she received the Presidential Award, Omicron Kappa Upsilon Research Award, and membership in the Honos Civicus Society and Research Honors Society. She completed a general practice residency at Columbia Medical Center/New York Presbyterian Hospital and earned a Master's in Public Health from Columbia University, supported by a U.S. Department of Health HRSA-sponsored fellowship.

Dr. Randhawa is an active member of the American Dental Association, American Academy of Cosmetic Dentistry, and the New York County Dental Society. She is a fellow in the New York Academy of Dentistry and International College of Dentistry. She has been involved with the Give Kids A Smile Steering Committee since 2016, serving as chair of data collection and analysis. She has held leadership roles in the New Dentist Committee, including co-chair from 2019-2020 and chair from 2021-2022. In 2022, she became an alternate to the NYCDS Board of Directors, and in 2023, she was appointed as a Board Member At-Large and served as treasurer in 2024.



Ada S. Cooper, DDS, treasurer, a general dentist and former lawyer, earned her B.A. degree cum laude in political science at Amherst College. She was awarded the John Woodruff Simpson Fellowship in Law to attend Harvard Law School, graduating with her J.D. degree. Dr. Cooper began her legal career as a litigator and

went on to become a partner at the law firm of Jenner & Block, Chicago, Illinois. Dr. Cooper served as a member of the American Bar Association's Litigation Section and Corporate Counsel Committee, as well as the United States District Court, Northern District of Illinois, and the United States Court of Appeals for the Seventh Circuit.

After thirteen years in the legal profession, Dr. Cooper returned to school to study dentistry. Dr. Cooper went on to complete her D.D.S. degree at New York University College of Dentistry in 2002 and work in her father's dental practice. Not long after graduating from New York University College of Dentistry, Dr. Cooper was selected in 2005 to be a national spokesperson and consumer advisor for the American Dental Association (ADA), a role she still holds today. As a media spokesperson for the ADA, Dr. Cooper has appeared on numerous media outlets, including *CNN*, *The Today Show*, and *NBC Nightly News*. She has been quoted in the *Wall Street Journal*, *The New York Times*, and *Women's Health* magazine.

In 2019, she became a member of the NYCDS board of directors. In addition, she has served as a member of the Board of Trustees of the Boys Club of New York. Dr. Cooper is an associate fellow at the New York Academy of General Dentistry and a fellow of the International College of Dentists. She has also served as a member of the NIDCR "PEARL" Protocol Review Committee. Dr. Cooper served on the Greater New York Dental Meeting Search Committee and as a member of the New York County Dental Society Finance, Membership, Peer Review and Nominating Committees and the New York State Dental Society Benefits Committee. Dr. Cooper has received many awards and honors, including the American College of Dentists' Outstanding Achievement Award, the New York University Key Pin Award for Outstanding Achievement, and induction into the Omicron Kappa Upsilon Honor Dental Society.



Of Professional Interest

Adding Value to Your Dental Practice

Especially If You Are Thinking About Selling

David J. Goodman CPA, MST

Partner-Dental Practice Leader PKF O'Connor Davies
Advisory, LLC



David J. Goodman, CPA, MST is a Partner - Dental Practice Leader with PKF O'Connor Davies, LLP a member of the Academy of Dental CPAs. He has over 35 years of experience working with dentists in all stages of their careers. Before joining the PKFOD firm, David was Managing Director of LB Goodman & Co.

Transitioning a dental practice to a new owner is the most financially advantageous way to be compensated for the value of your practice. Almost all dental practices have tangible and intangible assets which can be sold for a price. Buyers can take multiple forms from a single dentist to a venture capital firm.

Sellers of dental practices should be looking to receive the maximum value for their practice. Enhancing the value of a dental practice does not happen quickly. A three-year horizon is the minimal amount of time to allow for building value which can lead to a higher selling price. If a dentist has the opportunity to plan ahead, here are some ways to **build the value of your dental practice**:

Practice Overhead

On average, a dental practice should provide about 35% of collections to the owner and associates. This includes benefits like health insurance, retirement plan contributions and other discretionary expenses. Buyers will pay a higher price for practices that are more profitable. Dentists should consider comparing overhead expenses to dental practice benchmarks to find out if there are overhead items that are higher than the benchmarks. Resolving inefficiencies in spending in these categories can make a practice more profitable and valuable.

New Patient Flow

It is estimated that a practice will lose about 15% of its patient base each year. There are many reasons for patient loss including patient relocation, death, change in insurance, not getting reappointed? or dissatisfaction with the practice. In order for a practice to maintain its active patient base, lost patients need to

be replaced each year. And for a practice to grow, additional new patients need to be added to the practice.

A practice with 1,000 active patients will lose about 150 patients a year. This would require about 12 to 13 new patients a month to maintain status quo. At a 5% growth rate per year, new monthly patients should be about 18 to 20 new patients a month.

A new patient would be defined as someone seen in the practice in the last 18 months and was eligible for hygiene. This would exclude out-of-town patients in need of emergency care. Your practice management software will not distinguish between an out-of-town patient and a patient eligible for hygiene. It may be necessary to manually track new patients as defined above.

The Dental Team

The most valuable asset in a dental practice after the patients is the team. A passionate cohesive team is critical to the success of a practice. The patient experience with the practice is led by the team. A positive patient experience is key to retaining patients.

It is the dentist's responsibility to build a culture of passion for patient care in the practice. As the leader of the practice, the dentist's vision of patient care and practice success is achieved when sharing this with the team and consistently reinforcing this behavior.

A practice with an underperforming team member sends a message to the other team members that not working to potential in the practice is acceptable. A team with all team members functioning at their highest potential leads to a more profitable practice and improves practice value.

Fee Increase

Each year practice overhead will increase. A good example is that almost every practice will increase team member compensation annually.

Along with other expenses, the annual increase in practice overhead will reduce practice profitability. If no action is taken, the dentist will need to work more hours to add additional revenue to pay for the overhead increases or earn less income. These are not good options when trying to maximize practice value.

The easiest way to make up for the increase in overhead is to increase fees. A small percentage increase typically based on the Consumer Price Index can create enough increase in collections to cover the overhead increase and possibly improve the owner earnings. Improving earnings increases a practice's value. If fees are substantially below the average fees where the practice is located, consider increasing fees every six months to catch up. Increasing hygiene fees every six months is not recommended as patients would experience an increase with every visit.

If the practice participates with managed care providers, some providers may increase fees if they are contracted to reimburse a dentist for fees at a certain percentile in the area. For example, if the fees submitted to the insurance company start to increase, the insurance company may be required to increase their reimbursements to meet the contractual obligation of paying in the 70th percentile of fees for the area.

Practice Management Software

Having reliable data about a practice can help not only with improving practice performance but can be relied upon by a

buyer when it is time to sell. Most dentists do not realize the amount of information available in the software to assist with enhancing practice value.

Practice management software provides data on practice collections. A practice should optimally collect 100% of fees for services. Collection of about 97% of net production is considered excellent. It is important that a practice have collection procedures in place and that the collection procedures are being followed. Having a high percentage of net production being collected results in higher collection and improved practice value.

Practice management software provides information on procedures being performed in the practice. A review of these procedures on a daily or weekly basis can help identify miscoding or unbilled procedures. This can help identify overlooked revenue for the practice. The software also provides data on active patients, new patients, patients in recall and patient zip codes. All this data is helpful to taking steps towards enhancing income and building practice value.

Closing

Maximizing the value of a dental practice is a key consideration when deciding to transition a dental practice. It takes time to grow the value. Implementing the suggestions above can lead not only to improved practice value but also improved profitability for the owners.

Thinking About Selling Your Practice & Retirement Recap



(From left to right) Dr. David Shipper, Mitchell Brill from Altium Wealth Management, NYCDS President Suchie Chawla, David Goodman from PKF O'Connor Davies, and long-term NYCDS partner, Mark Epstein from Epstein Practice Brokerage.

In October, NYCDS hosted an insightful course titled, "Thinking About Selling Your Practice and Retirement," designed to guide dental professionals through the complexities of transitioning their practice and preparing for retirement. The event featured a distinguished panel

of expert speakers who provided valuable insights into the process of planning for the future. Mark Epstein, from Epstein Practice Brokerage, LLC, shared his knowledge on the intricacies of selling a dental practice, offering practical tips for maximizing value and ensuring a smooth transition. Mitchell Brill, JD, MSFS, CFP, CAP, from Altium Wealth Management, provided expert guidance on the financial aspects of retirement planning, helping attendees navigate investment strategies and wealth management. David J. Goodman, CPA, MST, from PKF O'Connor Davies, focused on the tax considerations and financial planning needed to secure a successful retirement.

Attendees left with a deeper understanding of how to plan for the future, whether they are considering selling their practice or simply looking to secure their financial future.

On The Legal Side

Navigating Transactions with DSOs in the Current Market

William Barrett, Esq.

CEO, Mandelbaum Barrett PC



Bill Barrett is the CEO of the full-service law firm Mandelbaum Barrett PC, co-chair of the firm's National Dental Law Group, and an unparalleled dental dealmaker who has successfully closed hundreds of transactions nationwide. With two best-selling books, "Pain Free Dental Deals" and "The DSO Decision: Winning Answer from Every Angle," Bill's expertise extends beyond the written word, as he is also a nationally recognized speaker for events and dental study clubs throughout the country. Mandelbaum Barrett PC is a Corporate Friend of NYCDS.

In today's evolving dental practice landscape, Dental Service Organizations (DSOs) are reshaping the market for mergers and acquisitions (M&A) and practice expansions. While traditional doctor-to-doctor sales remain common, DSOs are increasingly involved in transactions, bringing a new level of complexity requiring attention to legal, financial, regulatory, and operational factors.

Understanding DSOs and Their Offerings

DSOs focus on providing non-clinical support to dental practices, thus allowing dentists to focus on patient care while leveraging DSO resources for greater operational efficiency. Typical services offered by DSOs include:

- HR and personnel management
- Financial oversight (billing, payroll, collections)
- Marketing and business development
- Purchasing and capital expenditures
- Real estate and lease management
- Legal and compliance support

This range of services can attract practice owners seeking growth or an exit strategy, particularly for larger practices.

Key Considerations in Dental M&A Transactions

When selling to a DSO, completing a traditional doctor-to-doctor sale, or partnering with another practitioner, planning each transaction step carefully is essential. Here are some core aspects to consider:

1. Due Diligence: Preparing for a Sale

Regardless of the type of deal, proper organization and preparation are crucial. Buyers will scrutinize finances, patient demographics, regulatory compliance, leases, and employment and billing law adherence. For sellers, thorough preparation can ease the process. DSO transactions, however, demand even more intensive due diligence, as DSOs are often represented by national law and accounting firms with stringent review processes. When representing a buyer, we stress the importance of a comprehensive due diligence process, ensuring knowledgeable professionals support clients to minimize liability post-sale.

2. Valuation and Deal Structure: Maximizing Value

The methods of valuing a dental practice differ significantly between traditional doctor-to-doctor transactions and DSO deals. Doctor-to-doctor valuations often use gross receipts with weighted averages, while DSO valuations typically apply EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) multiples. DSOs tend to offer higher valuations, supported by private equity capital, but these offers come with certain trade-offs.

Traditional doctor-to-doctor transactions usually involve full cash payment at closing. DSOs, however, often use a mix of cash and equity, with a portion of the payment tied to future performance (earn-outs) and continued seller involvement, generally requiring a five-year commitment post-closing. For those seeking a faster exit, a traditional sale may be preferable.

3. Legal Agreements: Protecting Interests

Legal agreements form the backbone of any M&A transaction, covering the essential terms and protecting both parties. Key documents typically include:

- Purchase Agreement: outlines transaction terms and obligations.
- Real Estate Contracts: includes leases, lease assignments or real estate purchase agreements.

ON THE LEGAL SIDE

- **Employment Agreements:** These agreements specify compensation, schedule, termination rights, and non-compete clauses for dentists staying employed post-sale.
- **Equity Agreements:** DSO deals may involve detailed agreements for any equity the seller receives.

A thorough Letter of Intent (LOI) addressing these details can prevent issues later. DSOs often present complex, detailed agreements (up to 90 pages) designed to protect their interests, requiring sellers to both understand and negotiate effectively.

Challenges in DSO Transactions

While DSOs offer resources, potential financial advantages, and reduced administrative burdens, they also come with unique challenges. Cultural misalignment is common when transitioning from independent ownership to a corporate setting, with DSOs typically enforcing specific policies, HR protocols, technology standards, and vendor requirements that may feel restrictive to long-time practice owners.

Moreover, the employment commitment—often five years or more—required by many DSOs can be a sticking point for those nearing retirement or seeking shorter commitments.

The Strategic Appeal of DSOs

Despite these potential drawbacks, DSOs remain an appealing option for various types of practitioners. For retiring dentists willing to stay on temporarily, DSOs provide a structured exit strategy with potentially lucrative returns. For owners of large practices, DSOs offer the financial resources to make purchases unaffordable for individual doctors. Growth-minded practitioners may find DSOs' resources, capital, and expert personnel beneficial for scaling their practices beyond what most individuals can achieve alone.

Preparing for a Successful Transition

Whether considering a DSO partnership or a traditional sale, preparing early, understanding market dynamics, and securing expert legal and financial guidance are essential to a successful transition. Each route—DSO or individual buyer—has unique benefits and challenges. My advice: start early, plan, stay informed, and consult with experienced professionals to make the best decision for your future.



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Value-Based Care in Home-Based Dentistry:

The Evolution of Oral Care and Collaboration in an Aging Society



The following article is sponsored content from House Call Dentists, offering preventative care, restorative treatments, and emergency procedures in the comfort and safety of patients' homes.

In recent years, the healthcare industry has witnessed a paradigm shift toward Value Based Care, a unified and interdisciplinary model that emphasizes predictable patient outcomes, involvement, satisfaction, and affordability are prioritized over the volume of services rendered. As healthcare models evolve, dentistry must adapt to better serve the diverse needs of patients, including those unable to visit a traditional dental office. This is the mission of House Call Dentists.

Past research found that 2 million beneficiaries are either completely or mostly homebound, while another 5.5 million need assistance or have difficulty leaving their homes ¹. Since 2020, those numbers have doubled ². Value Based Care (VBC) will become more essential and imperative given these trends. Medical professionals have recognized the need to incorporate dental services into their VBC structures. House Call Dentists has been at the forefront of this transformative approach since 2008, supporting health systems that are integrating dental care into their overall health goals for underserved patient populations. The practice is continuing this push for VBC by forging collaborations with other institutions and hospitals like Lenox Hill Hospital/Northwell Health in New York to provide portable, onsite dental services to the most vulnerable communities in their coverage areas. House Call Dentists also continues to make dental care accessible to senior communities where residents are unable to receive treatment in physical offices. Education is key to these efforts, with teams routinely hosting informative presentations at senior living properties for residents, care managers, and physicians.

VBC represents the natural evolution of dental care in the 21st century, where treatment ensures the health of patients throughout every phase of their lives. And through VBC, House Call Dentists honors each stage of the American Dental Association's "continuum of care" goals. It begins with prenatal care counseling for expectant mothers and proceeds to pediatric, general, and ultimately geriatric dentistry – the final stage. This model is foundational to patients who can no longer visit their dentists' offices. House Call Dentists helps

preserve the legacy of these dentists by ensuring that their hard work endures when patients become homebound and require in-home preventative, restorative, or emergency care. In this way, House Call Dentists becomes a partner to and extension of those practices in its delivery of VBC. In-home care, when provided by dentists who understand the unique needs of homebound individuals, upholds the three pillars of VBC. The first is improving patient outcomes. By focusing on preventive care, early intervention, and customized treatment plans, VBC produces predictable outcomes. The second is enhancing patient compliance and satisfaction by actively involving them in their treatment goals. A patient-centric approach helps foster comfort and participation, leading to a better overall experience. With homebound individuals, this engagement can take many forms: caregivers, family, and adult children. They become instrumental participants, helping their loved ones brush their teeth properly and maintain the correct care of prosthesis such as dentures or implants. The third pillar is cost efficiency. By reducing hospital admissions and emergency visits through preventive care and timely intervention, VBC promotes long-term savings for patients and healthcare providers.

One of the most pressing needs for in-home dental care is emergency treatment. For homebound patients, untreated emergencies can lead to systemic health issues or even hospitalization, which is costly and places a strain on healthcare resources. House Call Dentists provides emergency dental care directly in patients' homes, mitigating further risks. Services include rapid 24/7 response, onsite diagnostics, pain management, and preventative education. All of this is made possible by specialized training, decades of specific experience, and advances in modern technology.

House Call Dentists using portable equipment to treat a patient with limited mobility in the comfort of their residential community.



References

The methods and tools adopted by House Call Dentists have transformed the delivery of in-home dental care. Portable digital X-rays, intraoral cameras, and mobile units with sterilization facilities enable the practice to maintain high standards of care equivalent to those of a brick-and-mortar office. The ability to conduct thorough diagnostics onsite builds trust and facilitates seamless communication with the patient's primary dentist, ensuring a unified treatment approach. For many traditional practices, offering in-home dental services directly may not be feasible. However, partnering with in-home providers like House Call Dentists can extend the reach of a practice and meet the growing need for value-based care. Building a network of in-home dental care providers benefits both practices and patients by expanding access to the most comprehensive continuum of care, ensuring predictable outcomes, reducing hospital visits, and enhancing patient trust and satisfaction. As the dental industry continues to adopt VBC models, in-home dentistry plays a critical role in delivering predictable dental outcomes and patient-centered care to vulnerable populations. House Call Dentists is committed to providing emergency and ongoing treatment options that align with this model, ensuring that patients receive necessary care without the barriers posed by travel and mobility limitations.

House Call Dentists pioneered mobile dentistry, delivering care to patient homes, residential communities, care facilities, and hospitals. Our team uses portable equipment and sterilization procedures that exceed hospital-grade standards to deliver in-home care.

1. Ornstein KA, Leff B, Covinsky KE, et al. Epidemiology of the homebound population in the United States. JAMA Intern Med. 2015;175(7):1180-1186. doi:10.1001/jamainternmed.2015.1849
2. Ankuda CK, Leff B, Ritchie CS, Siu AL, Ornstein KA. Association of the COVID-19 pandemic with the prevalence of homebound older adults in the United States, 2011-2020. JAMA Intern Med. 2021;181(12):1658-1660. doi:10.1001/jamainternmed.2021.4456

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Ethics Corner

Steven H. Cho, DDS
Ethics Committee Chair



Dr. Cho is active in organized dentistry with several organizations. Dr. Cho has served on the NYCDS Ethics Committee since 2010, and became chair in 2020. In addition, he served on the New York State Board for Dentistry from 2007 to 2017 and was vice chair in his last two years.

On September 26th, the New York County Dental Society hosted an engaging and informative Zoom presentation titled “Ethical Quandaries in Dentistry: Get Expert Guidance on Situations That Can or Have Occurred.” The event featured Lance Plunkett, General Counsel for the New York State Dental Association, and Paul Teplitsky, chair of the NYSDA Ethics Council. The speakers shared their extensive knowledge on navigating complex ethical and legal issues in dental practice.

Key topics included professional competence, maintaining patient trust, managing professional boundaries, and understanding legal and ethical accountability. Attendees actively participated by posing their own questions, making the session interactive and relevant. The program provided valuable insights into handling real-world ethical challenges while reinforcing best practices for patient care and professional integrity. Thank you to all who attended and contributed to this thought-provoking discussion!

Here’s a quick summary of the topics discussed:

1. **Practicing Beyond Scope:** A general dentist provides Invisalign treatment beyond their training, causing harm to a patient. This raises issues of competence, patient safety, transparency, and professional accountability.
2. **Inappropriate Behavior:** A dentist makes flirtatious comments toward a patient, violating professional boundaries and creating an unsafe environment. Key concerns include maintaining professional integrity, respecting patient trust, and managing power dynamics.
3. **Prescribing to Family or Friends:** A dentist is asked by a relative for a prescription without being a patient of record. This presents ethical conflicts involving legal compliance, patient safety, and balancing personal relationships with professional responsibilities.
4. **Substandard Work from a Referral:** A specialist encounters poor-quality dental work from a referring general dentist. This highlights dilemma related to patient advocacy, interprofessional communication, and maintaining ethical standards while preserving professional relationships.

If you would like to hear the discussion, please click the image below to access the recording. We would greatly appreciate any feedback or comments you may have - you can email info@nycdentalsociety.org.



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Dr. Marc Geissberger
Dr. Dayo
Dr. Mitchell Rubinstein
Dr. Ankur Gupta
Dr. Ron Kaminer
Marc Reilly, Rescue Resuscitation

SPRING 2025

3/07 9:30 AM-4:30 PM
3/12 7:00 PM-9:00 PM
3/21 9:30 AM-4:30 PM
4/04 9:30 AM-12:30 PM
4/23 9:30 AM-4:30 PM
4/24 9:30 AM-4:30 PM
5/01 4:00 PM-7:00 PM
5/02 9:30 AM-12:30 PM
5/14 9:30 AM-1:30 PM
5/16 10:00 AM-3:00 PM
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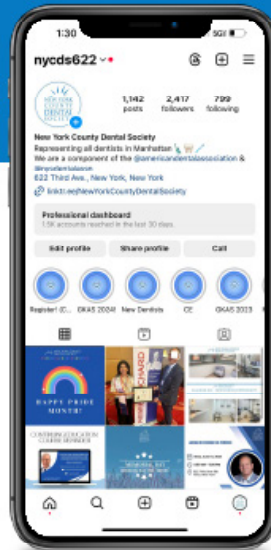
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